



2021 - 2026

STRATEGIC PLAN



ADOPTED BY THE COMMISSION

October 2020

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INTRODUCTION



“Low- and even some middle-income families live so near the edge that any significant bump will throw them into the next category [lower].” – First 5 Key Informant Interview

A sense of security and well-being is fundamental to the overall health and welfare of a young child, enabling them to successfully overcome difficulties, be ready for school and achieve what they want out of life. Past experiences, attitudes and outlook can all impact well-being as can physical or emotional trauma following specific incidents. Early childhood also matters because learning starts from birth: from the time they are born, children experience relationship bonds and begin learning key social and emotional coping skills that develop from the interactions they experience. Children do best when they enjoy the shelter and stability of a strong family with caregivers positively invested in their lives.

First 5 Butte County Children and Families Commission (F5BC) has done much to improve the outcomes of the children and families living in Butte County. For the past 20 years, F5BC has played a vital role in building a cohesive, collaborative system of services for children and their families throughout the county. With about \$1.6 million currently allocated by the State in Proposition 10 funds—an amount that declines annually due to the decline in tobacco tax revenue—F5BC has created a number of direct service programs that influence systems, build provider capacity, and target physical and mental health, early literacy, parenting skills and school readiness. Grants have supported schools, community organizations, non-profits, public agencies and cultural centers which work to provide services to children and their families.

Proposition 10 legislation (the California Children and Families First Act of 1998) requires each county’s First 5 organization to prepare a strategic plan describing its goals, objectives, funded programs and services, and measurable outcomes, and to present fiscal projections. First 5 Butte County Commissioners and staff issued a Request for Proposals seeking consultant support for an updated strategic plan, and in March 2020 engaged the services of Barbara Aved Associates to develop this *2021-2026 Strategic Plan*.

The timing of the strategic planning process coincided with one of the most historic and unprecedented times as the crisis of COVID-19 unfolded across the state—with devastating and uncertain long-term health, social and financial impact. The pandemic was uniquely overwhelming for Butte County as it rolled out against the backdrop of two local disasters from which there has not been complete recovery: the Oroville Dam Crisis and the Camp Fire of 2018. The combination of these significant events have magnified the wide disparities in Butte County, and have created an opportunity for F5BC to develop proactive and systemic strategies to address the systemic oppression that has prevented families, particularly families of color, from thriving.

The Strategic Planning Process

Community input and data-driven strategic planning helps funders define their direction and decision-making process. To launch the strategic planning process, a comprehensive needs assessment (with highlights on pages 7-10) was carried out to provide the framework the Commission needed to plan and guide its community investments. After identifying the issues of highest relevance to First 5's mission, data and other information were gathered to inform the Commission of current needs, gaps, barriers and community perspectives. The information from this research came from the following sources:

- **A Data Dashboard.** Statistical data were collected on 56 common indicators that align with First 5 goals, with comparisons shown between county and statewide status that allows the Commission and stakeholder groups to track the key data points and monitor progress toward achieving the desired outcomes.
- **Interviews.** Twenty-one key informants representing a cross-section of Butte County health and human service and other professionals with a broad and informed perspective about the county's population and needs participated in a telephone interview. Commissioners and staff participated in similar interviews as well as offered historical perspectives and input regarding planning, programming, infrastructure, evaluation and other internal operational issues. (Attachment 1.)
- **Provider Survey and Focus Groups.** Fourteen individuals representing F5BC grantees, early learning and care providers, and other community professionals responded to a survey that invited them to identify highest needs and top priorities, insights, and recommendations for 0-5 children and families. Additionally, two existing Commission advisory committees—the Child Abuse Planning Council and the Children's Services Coordinating Council—served as focus groups for a facilitated discussion about community needs and suggested strategies for First 5 support.*
- **Parent/Caregiver Survey.** To learn more directly about the needs and experiences of Butte County's 0-5 children and families, a 16-question survey in English and Spanish was developed. Local organizations and providers were sent the survey link and asked to encourage their clients and other community members to participate. A total of 77 parents and other caregivers responded to topics that included access barriers and utilization of services; nutrition and other preventive practices; early learning experiences; highest needs and concerns; and awareness and use of community resources.
- **Others' Findings.** Other relevant, recent local needs assessments were gathered and reviewed to inform and supplement the First 5 research.
- **Literature.** A purposeful literature search was undertaken to learn what best-practice interventions, sustainability and systems-level approaches, including revenue maximization strategies, have been used successfully elsewhere that could have applicability to Butte County.

* In-person focus groups were scheduled and later had to be cancelled because of the restrictions presented by COVID-19.

Becoming More Impactful

The planning process took place against a backdrop of declining Proposition 10 revenues, as tobacco use rates in California continue to fall. While these declines were not unexpected, a review of F5BC investments under its current strategic plan was conducted. This review revealed F5BC history of funding direct services and programs for individuals and families, compared to few investments in system-level changes that have the potential to benefit more children and families in the future. Because F5BC believes direct service programs should be rooted within a larger accessible system of support to have an impact large enough to change community-level indicators, the Commission will look for opportunities for systems-level work as well as give consideration to factors that increase program and organizational sustainability.

Setting the Direction

After the needs assessment phase, the Commission revisited its vision and mission statements to update these foundational statements. Subsequently, a set of guiding principles that reflect and communicate the Commission's core values was established as the framework for expected organizational behavior and decision-making.

The Commission then held further meeting to discuss and reach consensus on priorities and to develop the specifics of the plan that provide the foundation for measurement. For each core priority area—strong families, high quality early learning, and children's health and development—the group discussed examples of investments along a continuum ranging from direct services to organizational capacity building and systems change. The result of these discussions is the Strategic Plan Framework that begins on page 11 and contains the following elements:

- Population-Level Results: what F5BC and its partners hope to achieve
- Agency-Level Results: articulates F5BC unique responsibility
- Strategies: approaches F5BC will invest in to achieve the results
- Indicators: agency and community-level indicators of change, improvement and progress
- Data Development Agenda: performance measures for which we need to obtain reliable local data



FOUNDATIONAL STATEMENTS

“Supplying safe places for families to gather and engage with other families is important to build support for one another—and build stronger communities.” – First 5 Butte Provider Survey

Our Vision

Every child in Butte County will have the opportunity for a resilient, thriving future through a nurturing, supportive network of families, caregivers, and their community.

Our Mission

First 5 Butte County Children and Families Commission works collaboratively with partners and stakeholders to build a healthy, integrated system of support for young children and their families and caregivers.

Guiding Principles

The following guiding principles reflect the core values of First 5 Butte and guide its work:

- **Dependability:** Being present, engaged and visible in our efforts to advocate for and respond to the needs of children, families and the community.
- **Cultural humility:** Interacting with partners and families with deep respect and sensitivity to a wide range of (racial and) social identities that affect child development and families in complex ways.
- **Trauma-healing:** Using our understanding of how trauma and stress affect people’s lives to support healing and ensure we are compassionate in our work.
- **Inclusivity:** Cultivating a professional culture in which everyone feels valued, respected, and empowered.
- **Responsible stewardship:** Practicing transparent and wise stewardship of resources to put the needs of children and families first and ensure they receive the greatest possible benefit.
- **Balanced decision-making:** Weighing empirical data with local feedback and needs in making decisions, and allowing for flexibility and innovation in responding.



Overview of Selected Butte County Child Demographics and Socioeconomic Indicators

Child Population by Age Group (2017)

- Ages 0-2 - 6,915 (20% of population)
- Ages 3-4 - 5,167 (15.6%)
- Ages 5-12 - 20,896 (63.3%)

Butte County Local Child Care Planning Council

Child Population by Ethnicity (2017)

- African American 1.5%
- American Indian 1.6%
- Asian American 5.6%
- Hispanic/Latino 24.8%
- White 60.1%
- Multiracial 6.3%

CA Department of Finance, Race/Ethnic Population Detail

Top non-English Languages Learners, K-6th Grade Public Schools (2016-17)

- Spanish - 67.4% (1,802)
- Hmong - 23.7% (633)
- Arabic - 1.6% (42)
- Punjabi - 1.5% (39)

CA Department of Education, Demographics by Language Group

Students Ages 0-12 in Migrant Education

- 2018-19 - 105
- 2017-18 - 161
- 2016-17 - 186
- 2014-15 - 210

Butte County Office of Education, Migrant Education Program

Children Identified with Special Needs

- 8.1% with IEPs in 2019
- 7.7% with IEPs in 2012-13

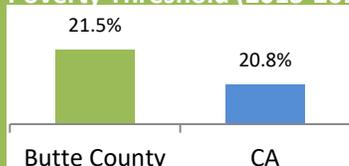
Butte County Local Child Care Planning Council

Health Insurance Coverage (Ages 0-6)

- Un-insured (4.1%)
- Private purchase (4.9%)
- Medi-Cal (36.3%)
- Employment-based (53.8%)

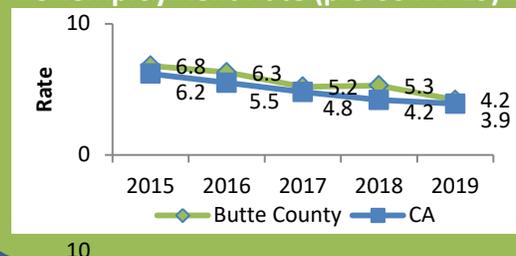
UCLA CA Health Information Survey, 2018

Percent of Children < Age 18 Living Below Poverty Threshold (2013-2017)



U.S. Census Bureau, American Community Survey

Unemployment Rate (pre-COVID-19)



CA Employment Development Department, Labor Market Information

HIGHLIGHTS FROM THE NEEDS ASSESSMENT



Needs Assessments help to ensure the development of meaningful and achievable strategic plans and guide the course of community grantmaking.

DATA DASHBOARD

- Some of the more **positive** indicators,¹ which reflect progress in Butte County over time or in comparison to the statewide averages, include the following:

The percent of children fully immunized by entry into kindergarten	94.2% (2018-19)
The percent of babies born with low birth weight	6.0% (2015-17)
The percent of women with a dental visit during pregnancy	46.8% (2015-17)
The percent of population age 25 and older with (only) a HS/GED diploma	22.6% (2017)
The percent of children ages 0-5 whose parents read book with them every day	83.8% (2018)
The percent of women who initiate any or exclusive breastfeeding after childbirth	91.9% (any), 75.9% (exclusive) (2018)

- The following Butte County indicators¹ are **unfavorable** and reflect local conditions that are poorer than the state averages and are of concern:

The prevalence of people with ACES in the county	23.5% (0); 26.3% (1); 19.9% (2-3); 30.3% (4 or more) (2015)
The percent of 3 rd grade children at grade-level proficiency in reading and math	43.4% English (2018-19) 41.3% Math (2018)
The percent of women with postpartum depression	16.3% (2013-15)
The percent of children with parents in the labor force for whom licensed child care is available	24.0% (2017)
Hospital admission rate with any substance-affected diagnosis, infants 0-3 mos. per 1,000 hospital births	58.5 per 1,000 hospital births (2015)
The percent of children with Medi-Cal with a dental visit in the last 12 months.	25.6% ages 1-2 52.7% ages 3-5 (2018)

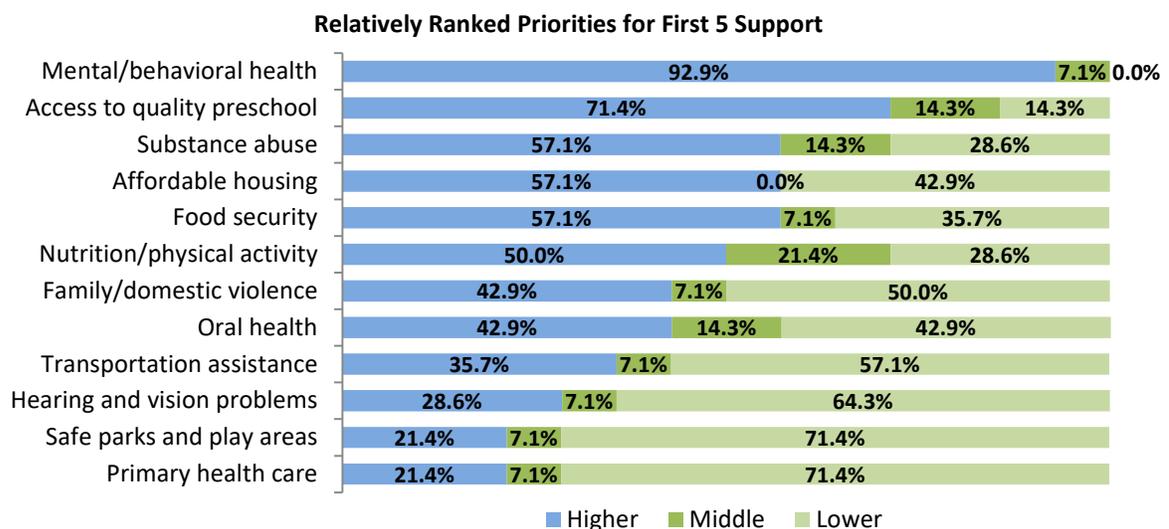
¹The references for these data are available in the full Data Dashboard available at <http://first5butte.org/>

Other situations—food security, employment, safe and stable housing—are also troubling because they point to the persistent, multigenerational cycle of poverty and economic disparities—conditions which are likely to be exacerbated by the long-term impact of the COVID-19 epidemic. Taken together, these indicators help provide context for this strategic plan.

- 20.7% (2017) of children ages 0-17 are living in households with limited or uncertain access to adequate food.
- As of June 2020, countywide unemployment stood at 12.1%, which may not represent the most current economic conditions due to COVID-19.
- 9.3% (2015) of women reported experiencing physical or psychological intimate partner violence during pregnancy. The current coronavirus may possibly result in an increase of these incidents in 2020.
- 21.0% of individuals age 18+ reported current cigarette smoking—almost double the statewide average.

PROVIDER AND KEY INFORMANT INPUT

Butte County professionals and providers offered valuable input on the priorities they believed F5BC should set for future funding, and weighed in on how F5BC could be more helpful to the provider community.

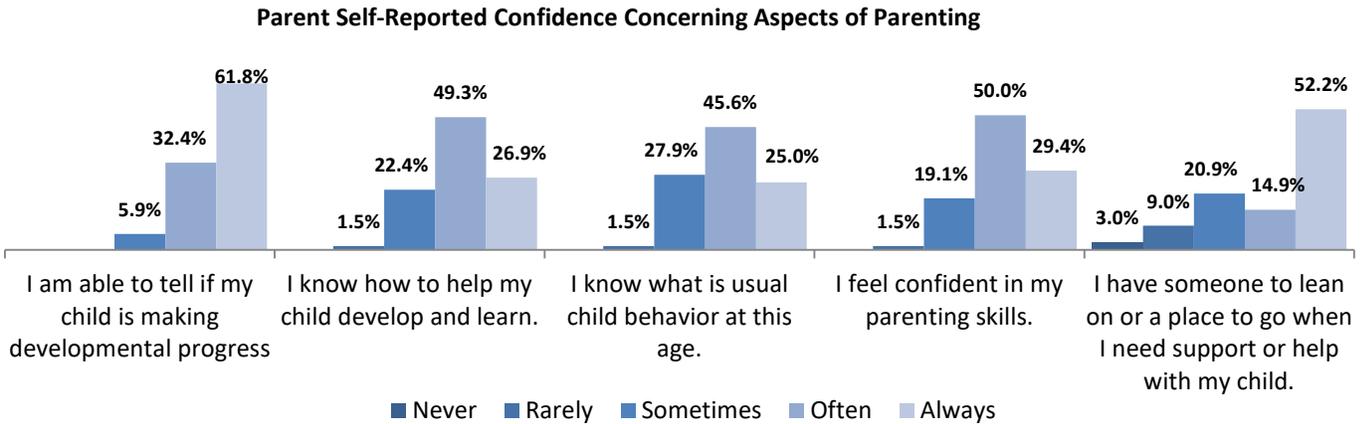


Suggestions for the ways First 5 can Better Support Providers/Professionals

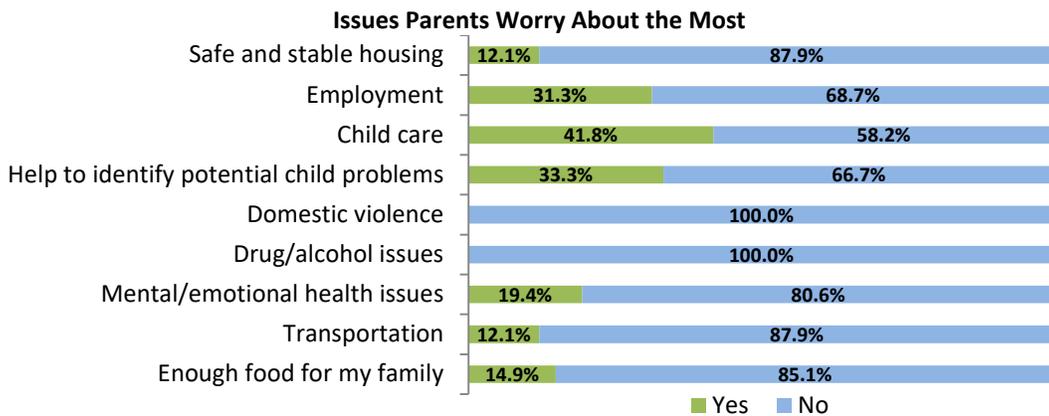
- **Training** on specific topics by bringing in outside experts/speakers, e.g., evidence-based practice, trauma, ACE's, family engagement, parent/caregiver engagement, cultural competence.
- **Host provider networking** to share learning and decrease silos.
- Be a **more effective voice** for the first 5 years; increase **leadership** in this area.
- Be more **visible** in the community (rural areas, too), e.g., Commissioners visit project sites.
- Build more understanding of “what it takes” to deliver direct client services (the challenges as well as joys).
- Expand **consultation** and **resource availability** for providers.

PARENT INPUT

Overall, the 77 parents who responded to the needs assessment survey expressed having a great deal of confidence about several important aspects of parenting. The area where they felt most self-assurance was in their ability to tell if their child was making developmental progress and knowing how to help their child develop and learn

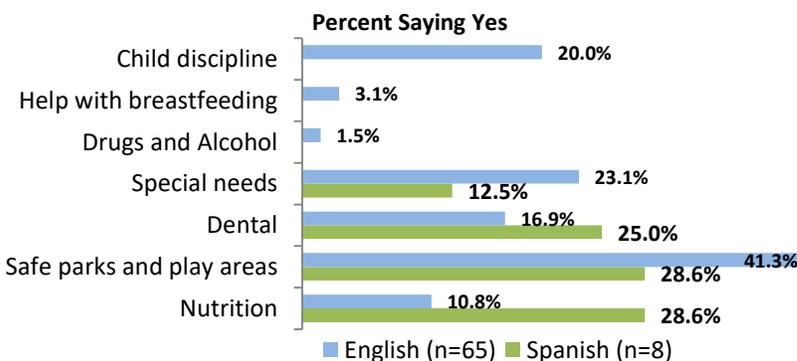


Families were asked to think about and share which of 9 common issues were worrisome for them.

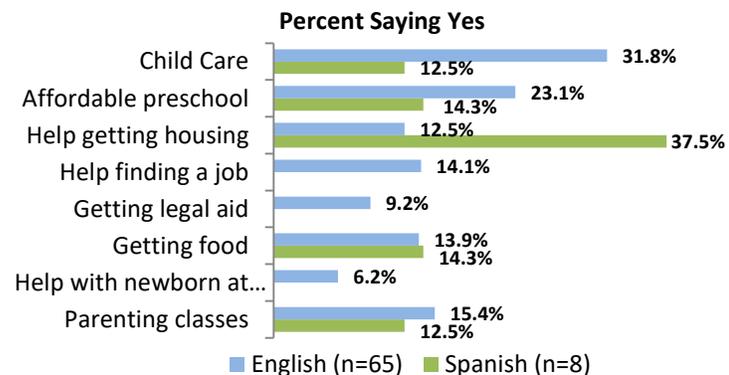


Parents also provided helpful feedback on needs First 5 and its partners could help to address.

Needs Related to Health and Development



Needs Related to Early Care and Family Resources



STRATEGIC PLAN FRAMEWORK



“Some parents feel they have no power to change their situations but some may not be aware of the environment they’re providing their kids.” – First 5 Provider Focus Group Participant

First 5 Butte County (F5BC) has a responsibility to all young children and their families living in Butte County, with particular focus on those who are most vulnerable. With limited Prop 10 dollars, we need to distinguish our accountability to the children and families we directly touch through F5BC funded programs and investments from the county’s entire early childhood population. Results-Based Accountability helps us to distinguish how F5BC programs and funded partners contribute to the overall goals for the early childhood community.

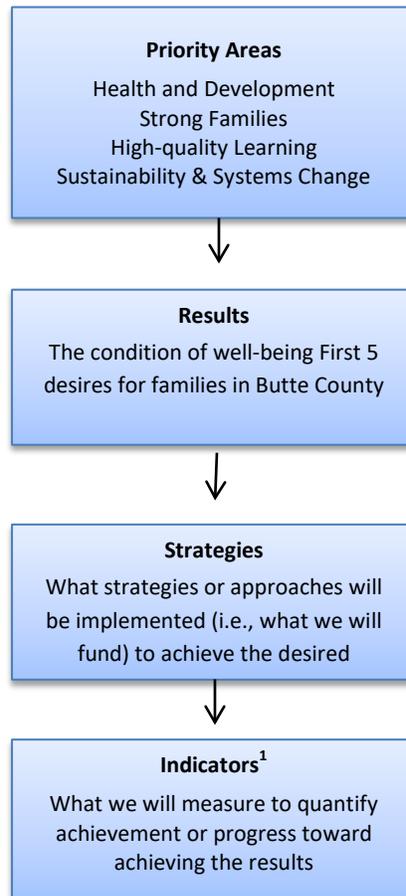
Results-Based Accountability helps us distinguish Population Accountability, the wellbeing of the whole population, from Performance Accountability, the wellbeing of the clients who are touched by programs, agencies and service systems. While both Population Accountability and Performance Accountability are priorities to F5BC, we distinguish between the two for the purpose of agency, and strategy, performance measures.

All performance measures fall into three categories: How much do we do? How well do we do it? Is anyone better off?

The strategic direction the Commission has set for the next 5 years identifies desired results; service and program strategies to achieve the results; and program- and community-level indicators to measure for improvement closely aligned with First 5’s mission, vision and guiding principles. The Commission recognizes there will be overlaps among the strategies, and in some cases the same strategy or strategies can serve to address multiple objectives.

The results and indicators framework is an approach that will promote greater impact for F5BC investments. The Commission’s program investment hierarchy—guided by data sources and community input—can be easily illustrated by the four-level strategic planning elements on the next page.

STRATEGIC PLANNING HIERARCHY



After adopting this strategic plan, the Commission will create an implementation plan. This document operationalizes the strategic plan—laying out the activities that will occur over a specified timeframe; identifying the roles and responsibilities of Commission and staff to carry them out; identifying the allocation of resources to support the mission; and specifying the progress reporting structure and timeline.

¹An indicator is different from a performance measure. The latter is specific to a strategy—a program, service system or collaborative effort—to measure how well it is working. For example, how many non-English speaking parents of young children participated in a neighborhood nutrition class? Performance measures will be built into the individual evaluation plans of each grantee going forward.

HEALTH AND DEVELOPMENT
POPULATION-LEVEL RESULT:
Children achieve optimal physical, behavioral and social-emotional health



AGENCY-LEVEL RESULT	STRATEGIES	INDICATORS ¹
<ol style="list-style-type: none"> 1. F5BC invests in mental health supports and services for young children and their families, including women during the perinatal period. 2. F5BC promotes and invests in universal early intervention screening and associated support. 3. F5BC promotes tobacco and marijuana cessation before and during pregnancy and post-partum. 4. F5BC promotes and invests in opportunities for caregivers to receive support from organizations and programs to achieve and maintain sobriety. 	<ul style="list-style-type: none"> ■ Help Me Grow and other care coordination services. ■ Provider and community capacity building to increase support for young children and their families. ■ Navigation and care for women who are experiencing maternal mental health challenges. ■ Help Me Grow ■ Support of systems interventions such as screening and prenatal/primary care provider training. ■ Promotion of outreach and education campaigns focused on the holistic health needs of children 0-5 and their caregivers. ■ Care coordination and navigation of services for families. 	<ul style="list-style-type: none"> ■ # and % of children and caregivers touched by F5BC programs and investments who receive mental health screenings and services. ■ # and % of women reporting post-partum depression and who report ability to access mental health services. ■ # and % of children who receive developmental screenings and appropriate referrals. ■ # and % of pregnant women who receive substance abuse screenings during pregnancy.* ■ # and % of women who report no use of nicotine or marijuana 3 months before and during pregnancy.* ■ # and % of children who are system-involved as a result of parental substance use.* ■ # and % who access and receive substance use disorder prevention and intervention services.*

¹ Some indicators are community- or population-level indicators, for which First 5 funds *contribute* to community improvements; some are individual-level indicators, the *direct* results of First 5 investments; and, some may be a measurement of both. All may be measured and tracked over time.

*Indicates Data-Development Agenda Item.



STRONG FAMILIES

POPULATION-LEVEL RESULT:

Families raise their children in safe, stable and nurturing homes

AGENCY-LEVEL RESULT	STRATEGIES	INDICATORS ¹
<ol style="list-style-type: none">1. F5BC promotes and invests in programs and services designed to prevent child maltreatment.2. F5BC invests in services to ensure children live in safe and healthy environments nurturing and responsive caregivers.3. F5BC invests in partnerships and programs that strengthen individual and community protective factors through social connection, community capacity building, and access to needed services.4. F5BC supports a cross-agency effort to identify ways to more efficiently and effectively outreach and engage caregivers.	<ul style="list-style-type: none">▪ Targeted intensive and trauma informed family support services, including home visiting, parent education and support groups.▪ Programs that build and enhance protective factors that promote optimal development and positive childhood experiences.▪ Community-focused and based hubs that offer a comprehensive range of coordinated services to children and families, including information and referral, evidence based and culturally informed education classes, case management, home visits, screenings and services, and mental health support.▪ Collaboratively-driven training, capacity building, and technical assistance opportunities.	<ul style="list-style-type: none">▪ # and rate of Butte children with entries to foster care.▪ # and % of parents/ caregivers touched by F5BC programs and investments who report using effective and appropriate discipline with their children.▪ # and % of families touched by F5BC programs and investments who report having what they need to support their child's growth and well-being.▪ # and types of hubs and families that access them▪ # of organizations and staff participating in cross-professional training and technical assistance to organizations to provide a comprehensive approach to child and family needs.

HIGH QUALITY LEARNING
POPULATION-LEVEL RESULT:
Children are ready for kindergarten



AGENCY-LEVEL RESULT	STRATEGIES	INDICATORS ¹
<p>1. F5BC efforts and investments increase access and opportunities, particularly for children living in poverty, to high quality early learning opportunities.</p> <p>2. First 5 Butte County promotes public awareness regarding the value of quality early learning programs.</p>	<ul style="list-style-type: none"> ■ Support of local efforts to ensure commitments to IMPACT are fulfilled, and the county remains ready to seek or participate in additional funding opportunities. ■ Promotion and provision of opportunities for children who are cared for outside of formal systems to access high quality opportunities for learning, such as play groups and home visiting. ■ Community education and outreach activities (e.g. social marketing, community events, collateral) and support to communicate the importance of high-quality early learning and care and levels of quality in ECE programs. 	<ul style="list-style-type: none"> ■ # and % of children participating in quality preschool and other school readiness programs. ■ # and % of providers who reported they received what they need to improve their practice. ■ # and % of programs with increased quality of teacher/child interactions or environments. ■ # and % of children touched by F5BC programs and investments whose parents or other family members talk, read and sing with them every day. ■ % of 3rd grade children at grade-level proficiency in reading and math. ■ Social media engagement metrics. ■ # of outreach events completed. ■ # of new stakeholders, including non-traditional groups that participate in First 5 partnership activities and events.



SUSTAINABILITY AND SYSTEMS CHANGE

POPULATION-LEVEL RESULT:

Families are supported by integrated and effective systems

AGENCY-LEVEL RESULT	STRATEGIES	INDICATORS ¹
<p>1. First 5 Butte County is committed to focusing on local policy and systems change in order to support an early childhood system of care that is a network of coordinated and responsive organizations that improve outcomes for children age 0-5.</p> <p>2. First 5 Butte County is committed to expanding programs and services for young children and their families.</p>	<ul style="list-style-type: none"> ▪ Develop a local policy agenda. ▪ Provide training and community of practice with Results-Based Accountability (RBA). ▪ Utilize RBA in grantee scope of work and evaluation development. ▪ Provide technical assistance and training to build and support local agency capacity to seek and utilize alternative funding sources. ▪ Assist partners in using the outcomes from their programs to solicit support from other funders. ▪ Use Prop 10 funds to leverage additional funding sources. ▪ Expand stakeholder groups. 	<ul style="list-style-type: none"> ▪ # of multi-sector and stakeholder engagement in improving child and family outcomes. ▪ #of public agencies with increased investments in young children. ▪ # of organizations that make policy and practice changes consistent with First 5 Butte County policy priorities. ▪ # of data analyses that inform policy change. ▪ # of First 5 Butte County staff and partners using tools from RBA. ▪ # of community partners touched by F5BC investments that have secured sustainable funding sources for programs and services that support 0-5 year olds. ▪ # of new external dollars invested in First 5 Butte County programs, priorities and strategies. ▪ # of new stakeholder types

COMMISSION DEVELOPMENT



“There isn’t enough societal buy-in to the extent needed to respond to these problems.”

—Key Informant Interview

“If you don’t address mental health and substance abuse you can bang your head against a wall all day and it’s not going to really matter.” –Key Informant Interview

Structure and Role of the Commission

First 5 Butte County Children and Families Commission (F5BC), a unit of local government and one of 58 county commissions created by Proposition 10, is governed by a nine-member, and five alternate, commission with independent authority over the strategic plan and local trust fund. Its unique structure allows the Commission latitude in supporting public and community systems, and building and bringing new resources into the county to expand essential services for children and families.

The Commissioners are responsible for assessing and prioritizing the needs of young children and their families in the county, developing a strategic plan that promotes a comprehensive and integrated system of early childhood development services, determining how to invest its funds for greatest impact, and evaluating the effectiveness of programs and activities funded in accordance with the strategic plan. As an entity with administrative flexibility, the Commissioners also have the ability to reassess their strategic investments against evolving local community needs and rapidly respond to crises conditions such as those described above.

To address the priorities established by the Commission in this strategic plan, F5BC intends to play the following roles:

- Use Results-Based Accountability to engage with partners and community to improve outcomes for children and families;
- Allocate funding to support integrated, collaborative and best-practice services and systems;
- Provide information and education to various audiences to inform them of the needs and concerns of children 0-5 and their families;
- Advocate in support of programs and initiatives that ensure children’s health, family functioning, school readiness and the integration of sustainable systems to serve children and families;
- Act as a network to expand partnerships;
- Actively bring together and engage families, providers, communities and other stakeholders to promote the well-being of Butte County families and children.

Building Staff Capacity

As part of continuous quality improvement, F5BC expects to build infrastructure and leadership capacity to support programs, systems change and network engagement, and to regularly monitor and share information about the extent to which the desired Strategic Plan results are being met.

Staff are the primary face of F5BC, and represent the Commission to policy makers, partners and community. The ability to recruit and retain staff with relevant knowledge, expertise, and lived experience is paramount to F5BC success in realizing its goals. First 5 Butte County Children and Families Commission is committed to creating an environment where mission-driven staff can expand its impact by developing authentic and meaningful relationships with partners and community members.

Roles of Staff:

Relationship Development - Staff will develop and maintain relationships with partners and community members for the purpose of developing trusting affiliations and experiencing deep insight into the needs of Butte County children and their families.

Evaluation - Staff will understand fundamental evaluation principles, and will support partners and community in finding, understanding, and reporting data to answer the questions: How much did we do? How well did we do it? Is anyone better off?

Convening - Staff will create and participate in opportunities for collaboration, community and partner input, and shared understanding.

Fund Development - Staff will seek opportunities to identify and secure funding for F5BC and its partners in service of a robust and responsive network for young children and their families.

Advocate - Staff will advocate for policy and systems that promote the deployment of resources to young children and their families, with particular attention paid to communities and families that have experienced the most disinvestment.

Capacity Builder - Staff will develop expertise and proactively create opportunities to provide support and education to partners, policy makers and community.

Oversight - Staff will ensure Prop 10 and other Commission funds are deployed with fidelity and in service of the 0-5 year olds.

Learning/Sharing - Staff will participate in ongoing examination of current research, trends and emerging practices in order to improve and inform Commission and community strategies and approaches.

EVALUATION



“First 5 should provide us with more/better feedback about results—not just performance numbers or client satisfaction results.” – First 5 Provider Survey Respondent

The California Children and Families First Act requires outcome-based accountability and evaluation from local commissions. Evaluation is what drives learning. First 5 Butte County Children and Families Commission (F5BC) is committed to supporting programs and practices based on solid evaluation. Evaluation efforts reflect an ongoing commitment to ensure local accountability, documentation of program quality and effectiveness, and measure progress towards outcomes. Using Results-Based Accountability to ensure community impact is essential to maximizing F5BC investments. All evaluation plans will answer the questions: How much do we do? How well do we do it? Is anyone better off?

Evaluation includes both process and outcome performance measures. Effort performance measures focus on what and how much was done, while effect performance measures tell about changes brought about by those efforts. Because F5BC is concerned with both how well a program performs and the extent to which services have improved the lives of children and families, it uses a results-based, data-driven process to guide evaluation.

First 5 Butte County Children and Families Commission will continue to gather, analyze, and report information about the services provided and the effectiveness of those services. For programs that have established evaluation tools as a part of a program curriculum, those tools may be used and/or new evaluation tools identified. Grantees will submit data to F5BC and participate in periodic shared learning activities. In some circumstances, F5BC may contract with an outside evaluator in order to gain information to make the best possible funding decisions or when the extent of F5BC investment may warrant evaluation by outside evaluators. Additionally, when opportunities arise, F5BC may conduct other methods of data collection and support studies that can inform and lead to improvements. By building internal capacity, F5BC expects to identify and track data from the Data Development Agenda, present program and community data to the community about key issues impacting young children and their families, and carefully monitor its progress in meeting the identified strategic plan objectives.

PARTNERSHIP DEVELOPMENT



“Build a diverse group of service providers to help reduce minority communities’ stigma of seeking assistance....to increase the engagement of families and enable providers to meet their needs.”

-- First 5 Provider Survey Respondent

A results and indicators approach to strategic planning recognizes that the Commission cannot alone provide for the 0-5 year-olds in Butte County. This framework serves as a common core and invites partner organizations to participate in and add their own indicators of impact to achieve collective goals for our young children and their families.¹

First 5 Butte County intends to **engage** partners by:

- Reaching out to partners and stakeholders who may have a role to play in reaching underserved populations and improving progress, to build a network of care with a “results focus.”
- Playing a visible leadership role to ensure that there is support from throughout the community, with particular attention to populations and places in our county that have seen the most disinvestment, to align the work of all these entities.

First 5 Butte County intends to **support** partners by:

- Investing in strategies that have the highest potential for improving health, education success and equity for children in our county, with particular attention to populations and places in our county that have seen the most disinvestment.
- Sponsoring or hosting trainings and other professional development activities for the community.
- Identifying and facilitating access to new sources of funds to expand programs, services and systems.

First 5 Butte County intends to **work with** partners by:

- Building community capacity so that multiple community capacities contribute to results.
- Sharing tools, materials and data that support strategy development and an increasing knowledge base.

¹Portions of this section were adapted from *Guide to Results-Based Planning and Facilitation: Achieving Results and Equity for Vulnerable Children and Youth*, National Results & Equity Collaborative, based upon the principles of Results-Based Accountability™, developed by Mark Friedman. http://resultsandequity.org/wp-content/uploads/2014/12/NREC-RBA_Guide.pdf

LONG-RANGE FINANCIAL PLAN



The Commission is required to adopt a Long Term Financial Plan and Forecast, and align its policies with principles, assumptions and strategies. The Plan is a means to develop a spending plan to support the Commission’s Strategic Plan and serve as the guideline for future grant making, outlining the Commission’s ability to fund effective programs, new initiatives, and match available funding for the next five years. Commission action is required to substantively alter the Plan and to authorize, mandate or appropriate funding.

Financial Plan Assumptions and Goals

The five-year projection takes into account that Proposition 10 sales tax revenues are predicted to decline regularly each year as efforts to curtail smoking among adults and teens become more effective, and other taxes on tobacco products are levied. The expenditure projections assume a cost of living adjustment each year only for Commission administrative costs, but no significant increases. The Plan and the assumptions used in its development are updated annually to reflect actual revenue and expenditures and changing revenue outlooks. The detailed table and summarized bar graph on the next page display these figures.

The following objectives of this Plan are intended actions to achieve the above stated goals:

1. Provide a maximum level of funding considering declining revenues
2. Commit to more comprehensive evaluation activities
3. Cap administration expenses at 12% of the total annual budget
4. Provide capacity for multi-year initiatives

Economic Assumptions

- A decline in Proposition 10 funds annually, as projected by First 5 California based on information from the California Department of Finance.
- Approximately .5% annual interest earnings.
- A 5% annual increase in salaries and benefits and associated indirect charges paid to Public Health, accommodating the County structure of step increases.

Policy Assumptions

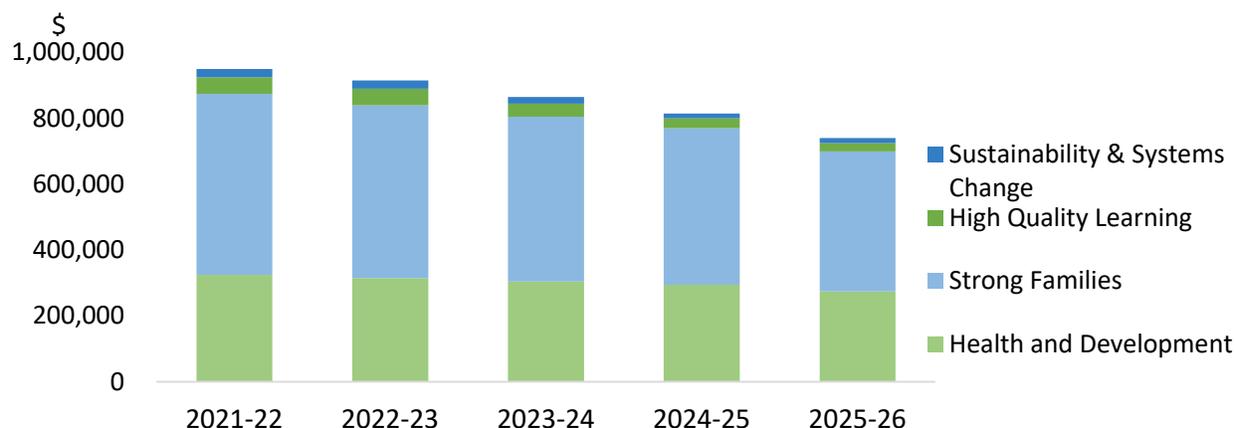
- A maximum level of funding each year for programs, grants, or initiatives considering declining revenues.
- Operating costs are minimized and reduced whenever possible and reasonable
- Evaluation is funded annually at no more than 10% of annual programmatic costs.
- A conservative approach is used.

Butte County receives approximately \$1.5 million in Proposition 10 and backfill from Proposition 56 disbursements each year. The Allocation of Funding for the Strategic Plan Result Areas, approved by the Commission in August 2020, is displayed below.

Five-Year Program Investment by Result Area: *Detail by Fiscal Year*

	2021-22	2022-23	2023-24	2024-25	2025-26	Five-Year Investment
Health and Development	325,000	315,000	305,000	295,000	275,000	1,515,000
Strong Families	550,000	525,000	500,000	475,000	425,000	2,475,000
High Quality Learning	50,000	50,000	40,000	30,000	25,000	195,000
Sustainability & Systems Change	25,000	25,000	20,000	15,000	15,000	100,000
Totals	950,000	915,000	865,000	815,000	740,000	4,285,000

Five-Year Program Investment by Result Area: *Summarized*



Excess Fund Balance Investments

In August 2020, the Commission approved the Excess Fund Balance upper limit shall be no more than 2.5 years of Prop. 10 revenues; this currently amounts to approximately \$4 million dollars and is to be split into the following four categories:

Target Fund Balance

- Cash flow (15%) to cover payments should Prop. 10 or other funds be delayed.
- Leveraging (25%) to ensure that federal/state funds can be maximally leveraged.
- Opportunities (35%) that are too advantageous to pass us, or to address needs that arise from a local or statewide emergency.
- Funding Reserve (25%) in the event of Prop. 10 funds becoming permanently unavailable, or to sustain some programs and staff while staff secures additional funds and/or closes down operations.

Excess Fund Balance Available for Investment

In October 2020, the Excess Fund Balance was approximately \$2 million dollars. As these funds represent an opportunity to infuse significant one-time funds into the community, the Commission will invest the funds strategically to achieve maximum sustainable results, utilizing the following values:

- Prioritize the highest need children in Butte County
- Address the impact of local disasters on vulnerable families with young children
- Build and support long-term sustainable impact
- Positively move an indicator identified in the Strategic Plan
- Elevate the Commission as a systems partner

APPENDIX



ACKNOWLEDGEMENTS

(In alphabetical order by first name)

Individuals	Affiliation/Organization
FIRST 5 COMMISSIONERS AND ALTERNATE COMMISSIONERS	
Bobby Jones, Sr. (Alternate)	Executive Director, African American Family & Cultural Center
Danette York	Director, Butte County Department of Public Health
Dr. Holly Kralj (Alternate)	Associate Professor, California State University, Chico, Nursing Department
Dr. Lourdes Valdez	Pediatrician, Northern Valley Indian Health
Matt Reddam (Alternate)	School and Community Wellness Advisory, Butte County Office of Education
Scott Kennelly	Director, Butte County Department of Behavioral Health
Seng Yang	Director, Hmong Cultural Center of Butte County
Dr. Shaun-Adrián Choflá	Professor, Butte College, Education, Child and Family Studies Department
Shelby Boston	Director, Butte County Department of Employment and Social Services
Dr. Shelley Hart	Associate Professor, Chico State University, Child Development Department
Tami Ritter	Supervisor, Butte County Board of Supervisors, District 3
Wendy Brown (Alternate)	Executive Director, Butte County Child Abuse Council
FIRST 5 STAFF	
Anna Bauer	Executive Director, First 5 Butte County
Anna Dove	Administrative Analyst, First 5 Butte County
Anna Ling	Administrative Analyst, First 5 Butte County
KEY INFORMANT INTERVIEWEES	
Anastacia Snyder	Executive Director, Catalyst Domestic Violence Services
Ann Dickman	Director, Maternal Child and Adolescent Health, Butte County Public Health
Doug Teeter	Supervisor, Butte County Board of Supervisors, District 5
Erna Friedeberg	Butte County Director, Northern Valley Catholic Social Services
Heather Senske	Director, Child Development Programs, Butte County Office of Education
Jennifer Stofa	Program Manager, Butte County Department of Behavioral Health
Jovanni Tricerrí	Vice President of Disaster Recovery, North Valley Community Foundation
Judge Kimberly Merrifield	Superior Court of Butte County
Kory Honea	Butte County Sheriff
Mary Sakuma	Supervisor, Butte County Office of Education
Matt Plotkin	Executive Director, Camp Fire Long-Term Recovery Group
Patsy Oxford	Superintendent/Principal, Pioneer Union Elementary School
Rhonda Herrin	Butte-Sierra District Dental Society
Sean Farrell/Bobbie Duran	Director, Child Support Services
Tara Sullivan-Hames	Help Central Inc., Butte County 2-1-1
Tim Hawkins	Director, Community Action Agency
Tom Lando	Chico City Manager (Retired)
Yvonne Quaid	Former Director, First 5 Butte County Children and Families Commission
STRATEGIC PLANNING CONSULTANT	
Dr. Barbara Aved	President, Barbara Aved Associates